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FOREWORD

"The future, the Russians are convinced,
belongs to those with the best-trained minds and
skills. They are determined to make it their
future, and they are working to this end with all
the drive of a nation at war. They have challenged
us to a race in the classroom which we have no
alternative but to accept. "

These sobering thoughts were expressed recently by the U. S.
Commissioner of Education after a month spent in on-the-scene
study of the Soviet educational system. They are no less timely
because we are approaching a traditional holiday season.

We, too, are committed. Many of you are preparing to meet
this challenge through the sacrifices of self-education while carrying
on your duties. Others are engaged in on-the-job training through
component-conducted activities. Still others are improving their
capabilities through participating in the general and specialized
courses conducted by OTR, or by attendance at external programs
under Agency sponsorship.

We are making progress. The Schools and Staffs of the Office
of Training continue to serve you, and pause in their tasks to wish to
each of you a

MERRY CHRISTMAS   FOIAb3b

MATTHEW BAIRD

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IOC CEILING AT 30 FOR JANUARY
125 FOR FEBRUARY

OTR's Intelligence Orientation course has been operating at limited enrollment, as announced in the August OTR Bulletin. It was hoped then that the course could be resumed at full capacity after the 1958 runnings. However, for the IO course scheduled to begin 5 January 1959, it will be necessary to conduct that instruction in Room 2241, R&S Building, which can accommodate only 30 students at that time of the year. Beginning with the 2 February offering, IOC capacity will be 125.

Because of this modification in IOC enrollments, these changes will be made in the early 1959 classes:

Priorities on IOC enrollment for January will be given to those personnel for whom early departure overseas has been confirmed or for whom other scheduled training is requested which could not be accommodated by deferral of the IOC to February.

DDP personnel may attend the February course which was originally announced for DDI and DDS personnel only.

HOLIDAY CHANGE IN PETB DATES

The Assessment and Evaluation Staff has canceled its Professional Employee Test Battery program that would ordinarily be conducted on the two Fridays, 26 December and on 2 January. However, since some OTR courses requiring PETB for admission will begin in early January, a special testing program has been planned for 0830 hours, Monday, 29 December. Employees planning to take one of these January courses should have their Training Officers make the necessary arrangements for being tested either on the 29th or on an earlier scheduled date.

Beginning Friday, 9 January, the regular schedule for PETB will be resumed: 0830 every Friday.

INSTRUCTIONAL TECHNIQUES
COURSE SCHEDULE CANCELED

The schedule for the Instructional Techniques course as originally listed in OTR's schedule of courses (September 1958) has been canceled. The course will be presented hereafter, on a request basis. Training Officers should consult the Registrar for further details.

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SYMBOLS HAVE THEIR MEANINGS

Various symbols have been adopted by the Testing and Research Branch, Language and Area School, to denote the levels of competency of those who have taken the Agency's foreign language proficiency tests given in conjunction with the Agency's Language Development Program. These symbols appear principally on the copy of the Certification for Language Award (Form No. 1273) which is sent by the Registrar to the Training Officer. They are used too, in recording the person's grades in the Agency's Language Qualifications Register.

The Symbol, S, indicates a Slight proficiency, that is, some proficiency, but of no real practical use. E, Elementary, shows a fair proficiency, of definite but limited practical use. I, Intermediate, denotes a good proficiency that is of considerable practical use. H, High, signifies an excellent proficiency, sufficient for nearly all practical uses, and N, or Native, is a proficiency equal to that of the average native university graduate.

A zero (0) may also be recorded on the certification. This means No Proficiency. Lastly, a hyphen indicates that the individual was not tested in that particular element (reading, writing, or speaking), or that the test was incomplete.

It should be noted that use of dictionaries is not allowed in taking objective tests. The grading scale has been adjusted to take this into account.

WINTER LOGISTICS SUPPORT COURSE SCHEDULED IN JANUARY

The Office of Logistics will conduct its Logistics Support Course, Number 18, for six weeks, beginning 12 January and continuing through 20 February. It will consist of two phases, one of which (four weeks) is conducted at headquarters; the second (two weeks), ████████ 25X1A

25X1A

Phase 1 consists of lectures, discussions, and case-problems in Agency supply, warehousing, procurement, transportation, and real estate functions, and organization and functions of printing services. Lectures and study materials also deal with Logistics planning, Type II Station accountability, and the Headquarters and overseas responsibilities of the Logistics Officer.

Phase 2 consists of student participation in Logistics field activity. This covers Financial Property Accounting (FPA), stock control, M/R accounts, and field supply problems. Instruction also is given in specific aspects of the logistics support of covert operations, air operations, maritime operations, and ordnance supply.

Class sessions are supported by selected films, a tour of the ████ 25X1A ████ warehouse and of the Agency's printing facility, and by student 25X1A participation in a field problem.

Registration for the course should be made with the Logistics Training Officer, extension 4134.

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THEY'RE STUDYING FOREIGN LANGUAGES

--But before and after an eight-hour work day, and on five mornings or three evenings a week. They are Agency employees who are voluntarily studying some 16 languages during the current trimester. They number 269.

But to think in terms of numbers is not quite enough. Who are these employees? What is the distribution of the 269 among the 16 languages? Which is the most popular language? What are the trends in the enrollments? Are these employees studying the more difficult ones? Are they studying any unusual languages?

In answer to the first query we can say that both clericals and professionals are enrolled in these off-hours courses and that most of them are from the DDP, with the next largest number from DDI. Some employees, at the time of enrollment, were entirely unfamiliar with the language they're now studying; others are in the classes to revive inactive or unexercised skills. There are also those who have taken this as an opportunity to work with a favorite tongue and are serving as instructors, with an added advantage to themselves of maintaining their advanced levels of proficiency.

German continues to attract the largest numbers, with French and Russian next. Spanish and Italian enrollments have declined to the point that each now has a lower registration than that of Chinese. For the first time since the Voluntary Language Training Program began, instruction in Swahili, Armenian, and

Turkish is being given. There are also courses in Arabic, Chinese, Czech, Finnish, Greek, Japanese, Persian, and Polish.

A sixth trimester of the VLTP will begin on Wednesday, 7 January. Any employee may enroll in a course. As an added consideration, adult dependents may also be enrolled. A course minimum is five applicants. It is important to understand that the five applications have to be for the study of a language at one level of instruction; for example, there must be five requests for a course in Arabic at the intermediate level before that course will be organized. Just five requests for Arabic, regardless of level, do not constitute the minimum.

Registration will close on Monday, 15 December. Applications should be made by employees on the <u>Training Request</u> (Form 73) and sent through the Training Officers to the Registrar/TR. Students currently studying in the off-hours classes and who intend to continue in the next trimester must register anew by the 15 December date.

███████████ the Coordinator 25X1A9a
for the Voluntary Language Training Program, or ███████████,extension 4027, may be consulted on matters of course content and instruction. 25X1A9a

MIND YOUR R's and S's!

Or, we really should say, mind our R's and S's - those little letters that appear after the titles of the Agency's language courses. You have seen them. Generally the title reads like this: German (Basic) RSW. Everyone knows that this is an elementary German course, and the majority knows too, that the "R" stands for "Reading," "S", "Speaking," and the "W", for "Writing." But not enough people, we are beginning to discover, know what these letters or words mean when applied to Agency language courses.

The majority of our language courses are identified, "RSW." This means that a student who completes such a course will have learned how to read the language to some extent, speak it to some extent, and to write it to some extent. But two important factors must be borne in mind: first, the sequence of the letters "RSW" is deceptive since throughout such courses the "Speaking" element is given by far the most attention; "Reading" next, and "Writing," last. Second, the point during a beginner's course at which reading and writing begin, and the degree in any course to which these skills are learned, depend on the writing system of the language being studied. With a language like German or French, for example, the student is able to read simple things almost as soon as he learns to say them. But when the language is one like Chinese or Arabic, where learning to read even the simplest things is a separate, different, and very difficult problem, reading and writing must wait until a much later stage, or otherwise they would interfere too significantly with the primary objective of learning to speak.

Of course some people in the Agency have special requirements. They do not have to learn to speak the language, but only to read or translate written material. For these people we have special reading courses, such as German (Basic) Reading. In courses like this the student learns to pronounce the sounds of the language acceptably, and to read aloud. Aside from that he concentrates entirely on reading and translating.

We repeat, then, that you mind our R's, S's, and W's. Obviously their order is alphabetical. Maybe they were written in this order for just that reason; maybe they're more euphonious that way. Whichever it is, their meanings are more important, especially when electing the course akin to your professional needs.

INTELLIGENCE ORIENTATION EXHIBITS
TO BE PRESENTED IN JANUARY

On 13 and 14 January, the Support and Intelligence Products Exhibits, presented as part of the Intelligence Orientation Course, will be held in R&S Aduitorium. All Agency employees are invited to attend. The Support Exhibit will be 13 January from 1400 to 1600 hours; the Intelligence Products Exhibit, 14 January from 0930 to 1145 hours.

CLERICAL SKILLS QUALIFICATION TESTS SCHEDULED FOR DECEMBER AND JANUARY

Tests in shorthand and typewriting for employees required to meet Agency standards will be held:

    Monday, 22 December
        Typewriting   1315 hours
        Shorthand   1400 hours

    Monday, 5 January
        Typewriting   1315 hours
        Shorthand   1400 hours

    Monday, 26 January
        Typewriting   1315 hours
        Shorthand   1400 hours

They are given in Room 508 1016 16th Street, N.W. Supervisors should register their employees for these tests through Personnel Placement Officers.

Those whose test results show that their typing and shorthand skills are below the level expected of Agency personnel, can take refresher courses given in OTR's regularly scheduled Clerical Refresher Program. The date of the next program can be found in the Registrar's Reminders; later dates are listed in OTR's Long-term Schedule.

SECOND SEMESTER REGISTRATION DATES FOR AREA SCHOOLS

Registration dates for the second semester at colleges and universities in the local area are:

American U.	31 Jan- 4 Feb
Bureau of Standards Graduate School	26 Jan- 5 Feb

Dept. of Agriculture Graduate School	31 Jan- 7 Feb
Catholic U.	
Undergraduate	26 Jan-28 Jan
Graduate	29 Jan- 2 Feb
Georgetown U.	
Inst. of Lang. & Ling.	30 Jan
Business	30 Jan
Foreign Service	30 Jan
Graduate School	21 Jan-23 Jan
George Washington U.	29 Jan-30 Jan
Howard U.	2 Feb
Johns Hopkins U. School of Adv. Internat. Studies	2 Feb- 3 Feb
Southeastern U.	28 Jan-30 Jan
U. of Maryland	2 Feb- 6 Feb
U. of Virginia (Extension)	30 Jan- 9 Feb

Adult education programs are also scheduled by the District of Columbia, Arlington County and DC's YWCA. Their registration dates are:

D.C.	22 Jan
Arlington	19 Jan- 2 Feb
YWCA	4 Jan-26 Jan

Information on courses, schedules and requirements for admission can be obtained by calling the Information Branch, 4625 or 8271.

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Course	Date
Basic & Interim Study Course	11 Mar – 21 Mar 1952
Basic Orientation Course #39	24 March – 18 Apr 1952
Operations Course #35, Group B	21 April – 16 May 1952
Staff Indoctrination Course #34	19 May – 23 May 52
Human Resources Program	25 Jan – 29 Jan 1954
CIA Orientation Course #13	2 Feb – 5 Feb. 1954
TSS Briefing	11 – 13 Jan 1955
Speech Course #1	21 Jan – 18 Mar 55
Elem. German Reading, CIA Lang. Lab.	7 February – 27 May 1955
Air Weapons Orientation, Maxwell AFB, Fla. Ala.	31 Oct – 4 November 1955

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			28–29 OFFICE OTR CODE	30–31 FACILITY OTR CODE	32–33 CATEGORY	34–36 TITLE OTR CODE	37–38 LEVEL	39–40 LANG. OR AREA TYPE	41 PHASE OTR CODE	42 TIME	43–48 FROM M D Y	49–54 TO M D Y
CATEGORY	LEVEL	TYPE (LANG.)										
1. OPS. SUPPORT	1. ORIENT.	1. READ (R)	11	11	09	901					032452	041852
2. CLERICAL	2. FAMILIAR.	2. SPEAK (S)										
3. MGMT.	3. BASIC	3. RS										
4. OPERATIONS	4. INTERMED.	4. R & WRITE (RW)										
5. RSW SKILLS	5. ADVANCED	5. RSW										
6. SPECIAL	6. SPECIAL	6. SPECIAL										
7. LANGUAGE	TIME	TYPE (AREA)										
8. AREA	1. PART	1. AAO										
9. GENERAL	2. FULL	2. BCS										
10. EXTERNAL	3. DEFER	3. RS										
	4. WAIVE	4. CPS										
	5. CON. CR.	5. IL / AS										
	6. SPECIAL	6. SPECIAL										
	7. CORRES											

INDIVIDUAL TRAINING RECORD (45)

FORM 10-57 1319

IBM 435523

10   109643

25X1A9a

109643	10	09	901			03/24/52	04/18/52	INTELL ORIENTATION
109643	10	07	283	3	1	02/07/55	05/27/55	GERMAN
109643	10	05	504			01/21/55	03/18/55	EFFECTIVE SPEAKING
109643	10	04	409			05/19/52	05/23/52	CLAND SERVICES REV
109643	10	09	903			02/02/54	02/05/54	NATL INTELL ORIENT
109643	10	04	401			03/21/52	04/16/52	OPERATIONS
109643	10	03	304			01/25/54	01/29/54	HUMAN RESOURCES PROG
109643	10	09	913			03/11/52	03/21/52	UNCLASS TRNG GROUP A

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Training Records in Registrar's Office Converted to IBM System

As we approach the end of 1958, it is appropriate to report on the progress of a vast training records project initiated within the office of the Registrar in the spring of 1957, and to indicate the effect that completion of the project in 1959, will have upon individual employees, supervisors, and training officers.

This project, which began by an informal agreement between representatives of the Office of Personnel and the Office of Training, involved converting all records of internal OTR training to a permanent IBM system. It was agreed that no mechanical system could reflect the diversity of courses, programs, and facilities involved in external training sponsored by OTR, much as it would be desirable to do so.

In preparation for the conversion task, copies of rosters, training schedules, course titles (including some cryptic abbreviations!) and all available information on curricular changes, dating back about ten years, were gathered from the archives, from current OTR records, from some former instructors and, in a few instances, from employees who had received tutorial training. Names were matched off and checked against records. All of this information was consolidated, collated, and analyzed in the Registrar's office. From this analysis and subsequent discussions, determinations on equivalent training were made. Then an organized body of course listings was established for the past and present, with consideration given to future courses that would have to be integrated into the system. The next step required adding a series of OTR codes to those already used by the Office of Personnel. Digits in these codes then had to be adjusted not only to fit the panels on the IBM card but also to accommodate to possible future changes in courses and training requirements.

These steps led to the chore of some magnitude - the actual determination as to which of more than 75,000 specific items recorded on 4 x 6 cards merited permanent recording.

All of these steps have been completed and have been reflected in an IBM run which shows all OTR courses taken by every Agency person since his entrance on duty, through 31 December 1957. The information provides for such variations as waiver, constructive credit, tutorial or other special circumstances under which training was acquired. The "up-through-1957" data are being verified against manual records.

By the spring of 1959 a cumulative record of 1958 will be available and the necessity to maintain multiple records in the Registrar's office

will be eliminated. At that time these additional services can be provided:

1. A training record will be made available to each of the
    Senior Training Officers, reflecting OTR training infor-
    mation on every employee under each Deputy Director. In
    this way, training information can be decentralized to
    logical control points for career planning and other pur-
    poses, and the many needs for maintaining manual records
    can be minimized.

2. The present "green sheet" (Form 73 - <u>Request for Internal
    Training</u>) can be significantly revised. Although there
    will be a number of changes in the form, the most important
    changes in substance, will be:

    (a) Individual employees or administrative personnel
         will no longer be required to provide any data
         on training completed, when requesting additional
         training. Arrangements will be made within the
         Registrar's office to provide instructors and
         other personnel who may need such information,
         with training data that may be required to estab-
         lish eligibility for the requested training.

    (b) Only one copy of the request form will have to be
         submitted to the Registrar. Information normally
         required from the requesting office will appear
         only on the face of the form; the reverse side
         will be for OTR's internal needs and any supple-
         mental remarks that may be required.

Looking ahead - past 1959, when the IBM system will have become fully
operative with respect to internal OTR courses, the ultimate goal will be
to obtain a consolidated record of individual training including that
conducted by other components, as approved by the Director of Training

25X1A   under the provisions of Regulation ███████

The Psychological Testing Program in CIA

Like other business and governmental organizations, CIA conducts psychological testing programs for its employees. One of the programs is for professionals; the other is for clericals. They are managed by the Assessment and Evaluation Staff of the Office of Training and are designed specifically, to serve both the Office of Personnel and the Office of Training and, generally, to contribute to the personnel management efforts of the Agency.

The professional testing program is aimed at producing information on a variety of intellectual skills, aptitudes, interests, and attitudes, and includes three closely integrated but non-duplicating testing batteries: the <u>Professional Applicant Test Battery</u>, (<u>PATB</u>), the <u>Professional Employee Test Battery</u> (<u>PETB</u>), and the <u>Foreign Language Aptitude Test Battery</u> (<u>FLATB</u>).

The clerical testing program also produces information on intellectual skills and aptitudes, and consists of two closely integrated batteries: the <u>Clerical Applicant Test Battery</u> (<u>CATB</u>) and the <u>Clerical Employee Test Battery</u> (<u>CETB</u>). CATB is used only by field recruiters. CETB is given to all clericals at EOD time, and to applicants at headquarters if placement in a specific job is being considered.

Both professional and clerical testing programs provide the basis for, and are supplemented by, the A&E intensive assessment program.

A majority of professional applicants, including prospective Junior Officer Trainees, take the PATB.* Those who are accepted as employees are tested further when they enter on duty with the Agency. These two sessions of tests complete the requirement for most employees. However, the PATB contains but a rough measure of aptitude for learning a foreign language. When a more precise measure is required by officials who are responsible for considering the merits of an application for language training, or by those responsible for making career plans for an individual, the individual takes the FLATB.

The PETB is the basic battery given to all professional employees. Individuals who were not tested as applicants (PATB) take the entire battery. Those who received PATB within the last two years take only

* Offices whose applicants do not differ in age or appearance from college seniors or recent college graduates can arrange through A&E to have them tested along with JOT applicants in centers located in many parts of the United States.

those tests in PETB which were not taken previously. Unlike the PATB however, the PETB does not contain a measure of ability to learn foreign languages and again, when this kind of information is required, the employee takes the FLATB. The PETB serves as prerequisite for some OTR courses, and it is also given as part of the assessment program for individuals referred to A&E by various offices.

Applicants for clerical positions take the CATB and then, at the time of entering on duty with the Agency, take the CETB. Unless referred for further assessment or for the FLATB, by taking these two tests an individual completes the Agency's requirements for clerical employees.

From the management point of view, it makes good sense to fully utilize the talents of individuals and to place people in situations which maximize their strengths and minimize their weaknesses. This makes good sense also from the individual's point of view. It is no favor to an individual to give him an assignment where the odds of failure are high. Neither is it a favor to him toassign him to a job in which he is basically disinterested and which does not utilize many of his strengths. Information from professional and clerical tests can aid Agency officials and supervisors in reaching a decision on hiring or not hiring an applicant, or in resolving questions about proper utilization and effective dealing with employees; questions such as "How can I manage this individual more effectively?" or, "What kind of assignment will best utilize this person's strengths?" "Is this individual well suited for this projected assignment?" "How should this individual be supported to enhance the probability of his succeeding on a very difficult assignment?"

Supervisors can arrange an appointment to discuss such questions by calling 8052. This kind of information, however, is carefully controlled. Results of tests are interpreted only to those who have a legitimate need for the information. (At times, employees themselves have come to consult a member of the staff about their test scores in relation to their own career plans.)

Officers in OTR use the information derived from the testing programs in many ways. For example, they use it to assist them in evaluating applications for external training. (The FLATB has particular utility here.) They use it to clarify the meaning of the student's performance in a course so that an instructor may help the student more effectively. They use it to clarify to the supervisor the meaning of the student's training performance so that professional interests of both the individual and the Agency can be better served. The information is also used by them to judge an individual's ability to complete some of the more difficult courses. This last task of predicting a person's performance can be done only after extensive research. At present this is being done with considerable success

for enrollees in the Intelligence Orientation Course; efforts in this direction are also being expended for operational courses.

How are these testing programs developed? The kind of tests that is developed is determined by the kind of questions supervisors, instructors, and other responsible officials submit to the A&E Staff. For any problem that appears to be widespread in the Agency, e.g., estimating a person's potential for learning a foreign language, special research is undertaken to develop measures to be included in the testing programs. A&E also endeavors to develop special procedures to assist in the solution of widespread problems for which current techniques are not satisfactory.

Currently, the staff is working on interests characteristic of people who like and therefore stay on certain jobs in the Agency. Such measures for the professions of physician, lawyer, and accountant have long since proved their value in guidance and placement. Members of A&E are continuing to adapt this approach to many positions that are peculiar to CIA. In this type of research the testing programs provide the basic information.

The A&E Staff would appreciate suggestions concerning the kind of problems to which the testing program should be aimed. Special research will then be undertaken just as it was in the development of the FLATB. Persons who may have suggestions or requirements, or who may need more detailed information on the existing testing programs may call the Chief, A&E Staff on extension 8307.

LANGUAGE TRAINING

Dates for submission of requests to Registrar/TR for full-time study have been established well in advance of the starting dates of the courses so as to ensure sufficient time for the Qualifications Review Panel to consider each application. The panel's approval for this type of study must be obtained before registration of the individual can be authorized.

Applications for full-time and for part-time study should be sent through the Training Officers to the Registrar/TR, 2623 Quarters Eye, on or before the registration date. Students who have completed Phase I of a part-time language course are required to submit applications for the second phase of instruction.

All full-time language study includes instruction in reading, speaking, and writing; part-time is as indicated.

Full-time Study

Course	Registration Date	Dates of Course
French (Basic)	16 Feb	30 Mar - 28 Aug
French (Intermediate)	19 Jan	2 Mar - 8 May (originally scheduled 23 Feb - 1 May)
German (Basic)	9 Feb	23 Mar - 14 Aug
German (Intermediate)	16 Feb	30 Mar - 5 Jun
Russian (Advanced)	29 Dec	9 Feb - 8 May
Spanish (Basic)	2 Feb	16 Mar - 31 Jul (originally scheduled 19 Mar - 31 Jul)

Not previously scheduled - Tentative only

Greek (Basic) 6 months	Immediately	To begin Jan 59
Korean (Basic) 12 months	Immediately	To begin Jan 59

Language Training (contd)

Part-time Study

Course	Registration Date	Dates of Course
Arabic Familiarization Two 2-hour classes a week	29 Dec	12 Jan - 20 Feb
Chinese (Basic) RSW - Phase II Three 2-hour classes a week	16 Feb	2 Mar - 24 Jul
French (Workshop) Reading Three 2-hour classes a week	22 Dec	5 Jan - 13 Mar
French (Basic) RSW - Phase II Five 2-hour classes a week	22 Dec	5 Jan - 13 Mar
French (Intermediate) RSW Three 2-hour classes a week	2 Feb	16 Feb - 24 Apr
German (Basic) Reading - Phase II Three 2-hour classes a week	22 Dec	5 Jan - 13 Mar
German (Basic) RSW - Phase I Three 2-hour classes a week	16 Feb	2 Mar - 24 July
German (Basic) RSW - Phase II Three 2-hour classes a week	16 Feb	2 Mar - 24 Jul
German (Intermediate) RSW Three 2-hour classes a week	16 Feb	2 Mar - 8 May

Part-time Study   (contd)

Course	Registration Date	Dates of Course
Greek (Basic) RSW - Phase II Five 1-hour classes a week	16 Feb	2 Mar - 24 Jul
Hungarian (Basic) Reading - Phase II Three 2-hour classes a week	22 Dec	5 Jan - 13 Mar
Japanese (Intermediate) RSW Three 2-hour classes a week	29 Dec	12 Jan - 29 May
Romanian (Workshop) Reading Three 2-hour classes a week	22 Dec	5 Jan - 13 Mar
Romanian (Basic) RSW - Phase II Five 2-hour classes a week	22 Dec	5 Jan - 13 Mar
Russian Familiarization Two 1-hour classes a week	22 Dec	5 Jan - 24 Apr (originally scheduled 5 Jan - 13 Mar)
Russian (Basic) Reading - Phase II Three 2-hour classes a week	22 Dec	5 Jan - 17 Apr
Russian (Intermediate) Reading - Phase II Three 2-hour classes a week	22 Dec	5 Jan - 17 Apr
Russian (Intermediate) Reading - Economic II Two 3-hour classes a week	22 Dec	5 Jan - 17 Apr

Part-time Study

Course	Registration Date	Dates of Course
Russian (Intermediate) Reading - Scientific II Two 3-hour classes a week	22 Dec	5 Jan - 17 Apr
Russian (Basic) RSW - Phase II Three 2-hour classes a week	16 Feb	2 Mar - 24 Jul
Russian (Intermediate) RSW - Phase II Three 2-hour classes a week	22 Dec	5 Jan - 17 Apr
Spanish (Workshop) Reading Three 2-hour classes a week	22 Dec	5 Jan - 13 Mar
Spanish (Basic) RSW - Phase II Five 2-hour classes a week	22 Dec	5 Jan - 13 Mar
Spanish (Intermediate) RSW Three 2-hour classes a week	2 Feb	16 Feb - 24 Apr
Turkish (Basic) RSW - Phase II Five 1-hour classes a week	16 Feb	2 Mar - 24 Jul
Uzbek (Workshop) Reading One 2-hour class a week	23 Dec	6 Jan - 10 Mar

Voluntary Language Training Program (Non-duty-hours)   7 Jan - 17 Apr

Classes will be organized in any language and at the level for which a minimum of five persons applies. Instruction is in reading, speaking, writing. Registration date is 15 December!

Language Training (contd)

Arabic Familiarization - Modern Written Arabic

12 January - 20 February 1959
Part-time: Two 2-hour classes a week

      Enrollment   10 to 35
      Prerequisites   TOP SECRET clearance
                        Foreign Language Aptitude Test

    This is an introductory course designed for those whose analytical, editorial, or secretarial work might be facilitated by some familiarity with the language. The student will be introduced to the sounds of the language, the Arabic alphabet, and a few of the most important structural features. Particular attention will be given to problems of transliteration, including the Agency's official system and some of the systems used for transliterating Arabic into languages other than English. There will be discussion of place-names, personal names and titles.

Japanese Intermediate - Reading, Speaking and Writing

12 January - 29 May 1959
Part-time: Three 2-hour classes a week

      Enrollment   4 to 8
      Prerequisites   TOP SECRET clearance
                        Japanese Basic - RSW (Part-time) or equivalent
                        Interview with ████, extension 8318   25X1A9a

    The first four weeks of this course will be devoted to general review work in both conversation and reading. Thereafter each four-week period will be devoted to a major aspect of Japanese life -- for example, the political system, its structure and parties -- and the reading materials and the oral work will be so coordinated as to prepare the student both to read about and discuss these subjects.

AREA TRAINING

Applications for part-time area training should be submitted to
Registrar/TR on the dates indicated.

Course	Registration Date	Dates of Course

Americans Abroad Orientation

25X1A   ███████   29 Dec   12 Jan - 16 Jan
         0900 - 1200 hours
         Daily
         2925 Quarters Eye

Special Courses (3) for Dependents

(0830 - 1700 hours, Room 2925 Quarters Eye)

	Registration	Dates
25X1A ███████	5 Jan	17 Jan
Latin America	5 Jan	17 Jan
Western Europe	5 Jan	17 Jan

Regional Survey

         Free Europe   19 Jan   2 Feb - 8 Apr
          0900 - 1230 hours   (originally scheduled
          Monday, Wednesday   20 Jan - 25 Mar)
          2132 "I" Building

Regional Survey	Free Europe	2 February - 8 April 1959

      This intermediate-level, reorganized course for Grades GS 9-13 will
run for ten (10) weeks on a part-time basis. The class will meet on Mon-
days and Wednesdays, 0900-1230, in Room 2132 "I" Building. About five to
seven hours each week of outside preparation will normally be required.
Applications for registration should be submitted to the Registrar/TR on
or before Monday, 19 January. Additional information may be obtained by
25X1A9a   calling the Chief Instructor, ████████████, or the Assistant Instructor,
25X1A9a   ████████████████, on extension 4437, or the Office of the Registrar,
extension 4005.

      The aim is to broaden and sharpen the student's perspective for
interpreting developments of strategic significance in Europe outside
the Soviet Bloc. Full attention in this offering of the course will be

Regional Survey - Free Europe (cont'd)

given to Free Europe as a whole, without diversion for surveys of the twenty
individual countries of the area. Thus, in the approach to the strategic
problems of the area, emphasis will be placed on themes of unity and di-
versity among the countries of Free Europe. It will necessarily be pre-
sumed that students have a considerable amount of pertinent factual
information before each lecture and class discussion. Generally, this
requirement can be met only if candidates have completed several academic
courses or several years of work experience bearing directly on some of
the course subjects indicated in the schedule below. If in doubt on this
score, candidates should arrange for an interview with the Chief Instructor.

The following schedule shows principally the lectures and panel
discussions, which will draw on Agency and outside specialists. Class
time not accounted for below will be devoted to student discussions,
review sessions, and films.

Schedule

I. Orientation

2 February
  1040-1110   Keynote
  1115-1230   Survey of Free Europe's Strategic Importance to the U. S.

4 February
  0900-1000   Background highlights - Film "Free Europe," Parts I and II.
  1015-1230   Review of Key Historical Trends.

II. National Similarities and Differences
   (Comparative Examination of Structural Factors)

9 February
  0900-1120   Man and His Environment. (ethnic stocks, physical geography,
                 climate, resources)
  1130-1230   Film "Europe - Humaine Aventure"

11 February
  0900-1120   Culture and Psychology. (ways of life, intellectual and
                 artistic achievements, national ideologies and temperaments)

16 February
  1015-1230   The Societies. (population characteristics, classes, social
                 tensions)

18 February
  1015-1230   The Economies. (industries, growth trends, problems)

Schedule (contd)

II. National Similarities and Differences
     (Comparative Examination of Structural Factors)

25 February
  1015-1230   The Governments. (forms, constitutional trends, stability
                 problems)

III. National Similarities and Differences
     (Comparative Examination of Political Dynamics and Internal Policies)

2 March
  1000-1115   Public Opinion. (segments, forms of expression, impact on
                 national policy)
  1120-1230   Pressure Groups. (types, goals, methods, importance)

4 March
  1015-1230   Parliamentary Groupings. (composition, leaders, goals,
                 relative importance)

9 March
  1015-1230   Domestic Policy Trends. (major internal goals, achievements,
                 government handicaps)

IV. Free Europe in the Cold War
     (The Basic Role)

11 March
  1015-1230   Ties with the West. (forms, motivations, strengths and
                 weaknesses)

16 March
  1000-1115   Relations with the East. (forms, motivations, problems for
                 the U. S.)
  1120-1230   Relations with Underdeveloped Areas. (forms, motivations,
                 problems for the U. S.)

V.   Free Europe in the Cold War
     (Some Strategic Problems)

18 March
  1000-1115   Tensions between Member Nations, Actual and Potential.
                 (implications for Western solidarity, possibilities
                 of control)
  1120-1230   Trade between Member Nations. (problems and trends)

Schedule (contd)

V.   Free Europe in the Cold War

   (Some Strategic Problems)

23 March
  0900-1145   National Communist Parties' Capabilities. (overt and covert)
  1150-1230   European Integration. (the problem and the record - Film
                 "Free Europe," Part III "Step Toward Unity")

25 March
  0900-1100   European Integration. (evaluation and outlook)

30 March
  1015-1130   Atlantic Alliance. (organization and functions)

1 April
  1015-1230   Atlantic Alliance. (military and political capabilities)

6 April
  0900-1015   Atlantic Alliance. (European reactions to American
                 policy and leadership)

VI. Conclusions

8 April
  1045-1200   Free Europe's Situation in the World Today.

<u>Americans Abroad Orientation</u>   <u>Special Course for Dependents</u>

25X1A   Western Europe ███████████████ and Latin America

     A "Saturday Special" area briefing intended mainly for dependents (adult and teen-age) who anticipate their first tours in Western Europe or in Latin America is scheduled for Saturday, 17 January 1959. It is sponsored by the Language and Area School/TR, and is intended to serve a different purpose from that of the "Dependents' Briefings" given monthly by the Orientation and Briefing Officer of the Intelligence School. Whereas the latter covers security and medical matters, and general physical preparations for going overseas, regardless of the post, the Americans Abroad Orientation concentrates on the specific area of foreign residence as well as information and advice which will promote a smooth personal adjustment to living and working in that area. These orientations will focus on critical problems of inter-cultural and inter-personal relationships overseas.

     We have planned the schedule in order to overcome some of the principal difficulties hitherto met in enrolling dependents in this kind of orientation regularly scheduled for employees. The presence of husbands at home on Saturday is expected to solve the baby-sitting problem, and ample parking space will be available close to Quarters Eye.

     The course will be given in Room 2925 Quarters Eye from 0830 to 1700 hours. (Registrants will enter Quarters Eye by the East Entrance, that is, around the end of the building.) Training Officers should file applications in brief memorandum form with the Registrar/TR, Room 2623 Quarters Eye on or before Friday, 9 January 1959. This deadline will allow time to tailor the briefing to the needs of the registrants.

<u>Schedule</u>

0830 - 0900	Introduction to the idea of entering a "foreign" society: Americans Abroad problems
0900 - 0930	Hand-out kits on particular areas: brochures, guides to reading, maps
0945 - 1045	Importance of the particular area to the U. S.
1045 - 1130	Film on this theme
1130 - 1215	Thoughts on <u>your</u> becoming a foreigner
1300 - 1430	Conference with recent returnee from the registrant's country of destination (Briefing guides will be available on "Introduction to the People" and "Living Conditions")
1430 - 1530	Films on personal adjustment and the highlights in each area
1530 - 1630	What to see and how to travel in each area (color slides)

FELLOWSHIPS, SCHOLARSHIPS, AND GRANTS

Among the publications containing information on fellowships, scholarships, and grants, available for reference in the Information Branch in Room 2611 Quarters Eye, are:

Lovejoy-Jones College Scholarship Guide. This reference book gives facts about thousands of scholarships, fellowships, grants-in-aid, loan funds, assistantships, workships, contests and awards.

Study Abroad, UNESCO, 1957-1958. The ninth edition of Study Abroad gives information on over 75,000 individual opportunities for obtaining financial assistance for international educational travel. The fellowships and scholarships are awarded by governments, foundations, universities and other institutions.

Handbook of Scholarships, University of Washington, 1956.

Newsletter: American Council of Learned Societies, September 1958.

U. S. Government Grants under the Fulbright and Smith-Mundt Acts.

Educational Exchange Grants, U. S. Department of State.

Foreign Study Grants, Institute of International Education.

Southeast Asia Treaty Organization, Research Fellowship Programme.

Kemper Foundation Scholarships, Tufts University.

Scholarships, Goucher College, 1959-1960.

RCA Scholarships and Fellowships.

FOREIGN SERVICE INSTITUTE

The Foreign Service Institute has announced its schedule for local, full-time, 16 weeks courses - at the basic level of instruction - in French, German, and Spanish. These will be conducted at the Institute and will begin on:

8 December 1958	18 May 1959
9 February 1959	7 July 1959
30 March 1959	

Intensive language courses - at the intermediate level - in French, German, and Spanish will be conducted at the FSI Centers in Nice, Frankfurt, and Mexico, respectively. They will also run for 16 weeks beginning:

5 January 1959
4 May   1959
31 August 1959

A Japanese Language and Area course (30 months) will begin at the Institute on 12 January 1959.

UNIVERSITY OF PITTSBURGH

The University of Pittsburgh will conduct its twenty-second course in Management Problems for Executives from 2 March to 24 April 1959. The course covers:

Business Policy
Operating and Administrative Policies (Administrative
   Practices, Business and Government, Financial Policy,
   Industrial Relations, Marketing Policy)
Management Controls

AMERICAN UNIVERSITY

The American University, School of Business Administration, will hold its Eleventh Institute of Industrial Transportation and Traffic Management from 12 January to 29 January 1959. Topics include:

Organization of Traffic and Transportation
Government Agency Traffic Management
Regulation

AMERICAN UNIVERSITY (contd)

During the next semester, the School of Government and Public
Administration of American University, will offer a course in Gov-
ernment Supply Management. A course in administration or experience
in purchasing is a prerequisite. Classes will be held on Thursdays,
1800 to 2020 hours, beginning 5 February 1959.

JOHNS HOPKINS UNIVERSITY

Each year, the School of Advanced International Studies of Johns
Hopkins University and its affiliated Foreign Service Educational
Foundation present a series of meetings for executives who have
international interests. It is intended to encourage mutual under-
standing among business executives, labor leaders, and Government
officials on matters of American business operations abroad.

The third conference of this year's series will be held on
27-28 January 1959, in the Hotel Statler, Washington, D. C. The
topic to be discussed is The Economic Crisis in Latin America.

Attendance is limited, but a small quota has been obtained for
Agency personnel who may attend (on a non-participating basis) as
guests of the President of the Foreign Service Educational Foundation.

Anyone interested in attending this conference should make
arrangements through his Training Officer. Applications should be
forwarded to the Registrar/TR, at least two weeks before the date
of the conference. Applicants will be notified of acceptance.

NORTHWESTERN UNIVERSITY

The Transportation Center will present a General Course from
2 February to 3 April 1959 on the role of transportation in the
national economy. The course is designed for men in junior and
middle management in the transportation industry, general business,
Government agencies and the military. It will include:

> Understanding Alternative Ways of Doing the Transportation
> Job
> Understanding the Effects of the National Economy
> Upon Transportation
> Understanding the Human Beings Who Make the Transportation
> Plant Run and Who Buy Transportation Service
> Planning to Do the Transportation Job

AMERICAN MANAGEMENT ASSOCIATION

Executive Action Course

This course, designed to help executives develop skill in getting things done through other people, is given in three, one-week units which may be taken over a period of a year.

In Unit I, Creating an Atmosphere for Action, factors and skills that develop a positive atmosphere for effective decision-making and action are demonstrated together with techniques that encourage creative ideas and produce improved working relationships. Unit II, Organizing a Group for Action, emphasizes management of staff groups and individual associates so as to secure the participation needed for more effective planning and action. In Unit III, Getting Results, participants will analyze major factors in motivating others to carry out responsibilities.

The schedule is:

Unit I	2 March - 6 March 1959	4 May - 8 May 1959
Unit II	6 April - 10 April 1959	8 June - 12 June 1959
Unit III	13 April - 17 April 1959	18 May - 22 May 1959

AMA Bookshelf

(on file in 2611 Quarters Eye)

The Man in Management: A Personal View
> How the Organization Affects the Man
> The Top Management Man: His selection and development
> Management's Responsibility for Executive Health

Management Creeds and Philosophies
> A Survey of Company Creeds: Formulation, Uses, and Results
> An Evaluation of the Creed in Terms of Basic Purposes
> Case-Study Interviews: The Development of the Creed

Supervisory Responsibility and Authority
> This is a report by Chester E. Evans on the survey findings related to employee relations, quality control, costs production schedules, time control, methods improvement and maintenance.

AMA Bookshelf   (contd)

People at Work: The Human Element in Modern Business
   Some Inconsistencies in Wage and Salary Plans
   Communication on Wage and Salary Administration
   Wages, Prices, and Productivity in the Postwar Period
   The Guide Chart-Profile Method of Job-Man Evaluation
   The Individual, the Organization, and Management Development
   Our Greatest Peril - Conformism

Men, Machines, and Methods in the Modern Office
   Automation of Source Data
   Communications Management for Office Services
   Visual Presentation of Data to Management
   Portrait of a Functional Office (Standard-Vacuum Oil Company)
   The Human Element

Compensating American Managers Abroad
   This study gives the results of a survey made of
   company practices in adding compensations to induce
   qualified American managerial personnel to take posts
   overseas. It also discusses fringe benefits and pro-
   visions for the employee's reabsorption into the domestic
   office if he is dissatisfied overseas.

Recruiting and Selecting Office Employees
   In 1955 AMA conducted a survey to determine the current
   practices used in recruiting and selecting office
   employees. This report is based on the responses of
   320 organizations to this survey

Operations Research: A Basic Approach
   Contains papers on Operations Research in which an
   attempt is made to discuss OR without excessive
   dependence on mathematical formulas. Results obtained
   in a number of industries when OR was applied are also
   explained

Operations Research Reconsidered
   This report has several articles on Why Operations Research?
   It also discusses the pros and cons of Operations Research
   in business and describes a number of industrial appli-
   cations of OR techniques which have been successful.

Strengthening the Research Effort: Motivating Research Personnel

Engineering for Paper Work Control

Information on courses can be obtained from Training Officers, the Information Branch/R/TR, or from the OTR Catalog. Approval and sponsorship of a supervisor are necessary to register in a course. Applications should be submitted through Training Officers to Registrar/TR, by the close of business of the date indicated.

Course	Date of Application Registrar's Office	Dates of Course
* Administrative Procedures	9 Feb	16 Feb - 6 Mar
Budget and Finance Procedures	15 Dec	29 Dec - 9 Jan
Clerical Refresher Program Hours arranged after completion of pre-test 508, 1016 16th St.	5 Jan	12 Jan - 6 Feb
Communist Party Organization and Operations Daily 0830 - 1230 hours 2202 Alcott	26 Jan	2 Feb - 27 Feb
Conference Techniques Mon. and Wed. 0930 - 1130 hours 2025 R & S	19 Jan	26 Jan - 6 Mar
Dependents' Briefing 117 Central	(Consult Training Officer)	6 Jan - 7 Jan
Effective Speaking Mon. and Wed. 0930 - 1130 hours 2025 R & S	2 Mar	9 Mar - 17 Apr

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Course	Date of Application Registrar's Office	Dates of Course
Effective Writing Tues. and Thurs. 0930 - 1130 hours 2025 R & S	26 Jan	3 Feb - 5 Mar
Instructional Techniques	---	(Scheduled upon request)
* Intelligence Orientation DDP, DDS (Limited to 30 students) 2241 R & S	22 Dec	5 Jan - 30 Jan
Intelligence Research - Maps Mon, Wed. and Fri. 0900 - 1200 hours 2029 R & S	23 Feb	2 Mar - 20 Mar
Management - Basic GS 11-13 Daily 0830 - 1230 hours	22 Dec	5 Jan - 16 Jan
* Operations Support	5 Jan	12 Jan - 13 Feb
Supervision - Basic GS 5-7 Daily 0830 - 1230 hours	12 Jan	19 Jan - 30 Jan
Supervision - Introduction to GS 5-7 Daily 0830 - 1230 hours	9 Feb	16 Feb - 20 Feb
Writing Workshop 0900 - 1200 hours 1st Wk: Mon, Tues and Thurs. Last 3 Wks: Tues and Thurs. 2027 R & S	23 Feb	2 Mar - 27 Mar

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* Please indicate phase in which employee is to be enrolled

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"O" Courses

Titles are identified in the CS edition (TR CC 100-1) of the <u>OTR Catalog</u>, January 1957.

Course	Date of Application Registrar's Office	Dates of Course
0-4	5 Jan	12 Jan - 30 Jan
0-6	22 Dec	5 Jan - 30 Jan
0-8	26 Jan	2 Feb - 13 Feb
0-10	22 Dec	5 Jan - 16 Jan
0-12 (T-22)	27 Apr	11 May - 5 Jun
0-13	16 Mar	23 Mar - 10 Apr
0-15	26 Jan	2 Feb - 20 Feb
0-17	15 Dec	12 Jan - 6 Feb
0-24	9 Feb	23 Feb - 20 Mar
0-25	22 Dec	5 Jan - 23 Jan
0-27	26 Jan	2 Feb - 13 Feb
0-28	22 Dec	5 Jan - 9 Jan
0-29	5 Jan	12 Jan - 30 Jan
0-30	22 Dec	12 Jan - 6 Feb

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